



Transitional Jobs and Social Enterprise

A Strategy for Successful Offender Reentry

What are Transitional Jobs?

- Real work
- Wage paying
- Time limited
- Skills development
- Supportive services
- Work-focused case management
- Successful transition into labor market

What is a Social Enterprise?

- Business with a social mission
- Applies business strategies to maximize improvements in human and environmental well-being
- Directly addresses social needs through products and services or through the numbers of disadvantaged people employed
- Uses earned revenue strategies to pursue a double or triple bottom line
- Typically has a mixed revenue stream that includes business income, charitable contributions and public sector subsidies.

Why Transitional Jobs?

- An **incubator** for people who need meaningful work experience in order to enter the labor market and to participate in civil society — **re-building the work muscle**
- An **incubator** of future for-profit business opportunities in neighborhood — **fostering economic development**
- A **service-enriched** environment offering work supports and related services to promote work attachment
- A **pipeline** of able workers for local business
- A response to **Mayor's workforce development strategy**

Why Social Enterprise?

- A business model with a **social purpose**
 - Job opportunities for at-risk workers
 - Integrated support relationships with human service providers
 - Access to training, mentoring, work support, child support assistance, family re-connections, and recreational activities
- An **emerging** market
 - Electronics de-manufacturing/recycling; household recycling
 - Reverse logistics
 - Value chain relationships with local and regional businesses
 - States enacting new recycling laws/credits quickly
- A **sustainable revenue** stream
 - Program income re-invested in the enterprise

Common Scenario

Supply side assistance for at-risk populations

- Stand-alone job training
- Stand-alone education and skills training
- Temporary job assignments

Businesses dependent on economy/profits to employ low-skill at-risk population (last hired/first fired)

RecycleForce Scenario

Creates **Demand Side** opportunity

- No worker displacement
- Steady employment causes less drag on safety net services

Incubator **creates jobs** for low-skilled workers

- On-site case management that looks and feels like an Employee Assistance Program (EAP)

Social Enterprise Difference

Private Employer

- Great stigma being the only ex-offender
- Difficult for employer to allow release time to meet oversight responsibilities
- Employers do not want criminal justice oversight officials in the workplace

Social Enterprise

- No stigma as enterprise employs mostly ex-offenders
- Release time built into the model
- Great opportunity for cognitive behavior changes through a workplace peer mentoring program
- Criminal justice oversight officials encouraged to come to the workplace

TJ with Private Employer vs Social Enterprise

Community

- More people working in local economy
- Fewer offenders returning to prison system

Families

- 65% of offenders are parents
- Parents re-connecting to their children

Business

- Better prepared workers
- Strengthening an emerging industry cluster



Who Wins?